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Held for King?

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Executive Development Program Seminar Report - "CIA and the Congress",
28 - 31 October 1985

FROM

Director of Training and Education
1026 C of C

EXTENSION

NO.

DATE

29 November 1985

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EXO/DDA
7D24 HQS

2.

3. ADDA
7D24 HQS

4.

5. DDA
7D24 HQS

6.

7. Comptroller
7C21 HQS

8.

9. D/OLL
7D24 HQS

10.

11.

12.

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15.

5., 7., 9. --

This effort is clearly
worthwhile. Thanks for your,
and your staff's help.

20 November 1985

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [REDACTED]

Executive Development Staff/ITD/OTE

SUBJECT: Executive Development Program Seminar Report-
"CIA and The Congress," 28 - 31 October 1985

Introduction:

1. This was the second running of the Seminar designed to acquaint senior Agency officers with the oversight process and the attendant trials and tribulations both Congress and CIA encounter in learning to live together. The first Seminar, in April 1985, ran for three days. Several participants suggested we add an additional day to permit a review of what was said on The Hill, and this was done. The Seminar was limited to twenty SIS officers because of space constraints on The Hill. By Directorate, the count was: DA-3; DS&T-9; DI-3; DO-5.

2. The first session was held at the Chamber of Commerce Building and designed to set the stage for the following two days on The Hill by providing background on how Congress works in general and how it exercises intelligence oversight. Mrs. Michaela Buehler, of Congressional Quarterly, Inc., provided a one-hour general overview of the legislative process; the remainder of the afternoon was devoted to a panel discussion of CIA's Congressional relations. This was successful in developing a dialogue between the participants and the panel members. Former Congressman J. Kenneth Robinson, who had been ranking minority member of the House Permanent Select Committee on Intelligence (HPSCI), proved to be a particularly valuable asset, providing Congressional views on many of the issues discussed. The panel was moderated by Chuck Briggs, Director, Office of Legislative Liaison. He was joined by members of his staff, [REDACTED] Danny Childs, Comptroller, was an especially useful contributor in discussing budget authorization and appropriation processes with Congress.

3. The second session was on The Hill. Scheduled appointments with Senators Lugar (Foreign Relations) and Stevens (Appropriations) were canceled at the last minute, but we met with four staffers of the Senate Select Committee on Intelligence (SSCI). These were Gary Chase, [REDACTED]

[REDACTED]; Steve Ockenden, a long-time

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SUBJECT: Executive Development Program Seminar Report-
"CIA and The Congress," 28 - 31 October 1985

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advisor to Senator Durenberger and now head of the SSCI Production Department; David Holliday, the SSCI Press Officer and Senator Boren's designee; and [redacted]

staff.

4. The staffers described their jobs and, in the process, several items of interest emerged. One was the National Intelligence Strategy (remember the KIQs?) which appears to be the brainchild of Senator Durenberger and Steve Ockenden. We were given draft copies of the instructions to the DCI which the SSCI was going to submit to a joint conference with HPSCI staff. It was emphasized it would be the DCI's job to develop the strategy. Ockenden, who was quite pleased the draft had been cut from 45 to six pages, seemed to be unaware that the wheel was once again being reinvented.

5. Another issue which came up was going public with the so-called "Philippine Report" prepared by three SSCI staffers. The audience raised two problems with this. First, was the Committee Staff getting into intelligence production? Secondly, it seemed a murky area so far as protection of sources and methods was concerned. We were told the SSCI had no intention of doing their own intelligence analysis--they were just reporting the facts as they saw them--and that the Agency, in the brief time given it to review the report, had raised only a few security objections, which had been deleted. The session was far from acrimonious, however, with the staff assuring us the Senate had no intention of micromanaging the Community and wanted to cooperate with it.

6. This morning session was followed by lunch in one of the Senate dining rooms where we were joined by the four SSCI staffers with whom we had met plus Ed Levine, who heads "Operations" and Eric Newsom, the Minority Staff Director.

7. A meeting with Senator Durenberger, Chairman, SSCI, followed lunch. Durenberger was accompanied by Steve Ockenden. The Senator gave us well over an hour which, we were told, was far longer than he had talked with any other Agency group.

8. Durenberger reminded us that members of both oversight committees are first of all politicians who must respond to pressures from media and constituents. He noted that, as Chairman, he hated unpleasant surprises involving CIA which he first learned from The Washington Post. He [redacted]

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[redacted] went on to say he thought Agency efforts to keep the Committee informed had greatly improved. The Senator raised the matter of the National Intelligence Strategy, once again noting that it was up to the

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EXECUTIVE DEVELOPMENT PROGRAM ELECTIVE

CIA AND THE CONGRESS

28 - 31 October 1985

Room 1001, Chamber of Commerce Building

and

Capitol Hill



**EXECUTIVE DEVELOPMENT STAFF
OFFICE OF TRAINING AND EDUCATION
IN COOPERATION WITH THE
OFFICE OF LEGISLATIVE LIAISON**

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

Monday, 28 October 1985

| | | |
|-----------|---|--|
| 1330-1350 | <u>Seminar Introduction</u> | <u>Roger L. Wilbrandt</u> Executive Development Staff |
| 1400-1500 | <u>Congress and the Legislative Process</u> | <u>Michaela Buhler</u> Congressional Quarterly, Inc. |
| 1510-1630 | <u>Panel Discussion: Congressional Insights</u> | <u>PANELISTS</u> <u>MODERATOR:</u> <u>Charles A. Briggs</u> Director, Office of Legislative Liaison <u>Daniel A. Childs</u> Comptroller <u>Charles R. Carlsen</u> Office of Legislative Liaison (Senate) <u>Charles L. Randolph</u> Office of Legislative Liaison (House) <u>J. Kenneth Robinson</u> Former Ranking Minority Member, House Permanent Select Committee on Intelligence <div data-bbox="1122 1478 1593 1535" style="border: 1px solid black; height: 27px; width: 290px; margin: 10px 0;"></div> <u>Office of Legislative Liaison</u> |

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ADMINISTRATIVE - INTERNAL USE ONLY

Tuesday, 29 October 1985

1000 Bus Departs Main Entrance, Headquarters

1030 Meet with Senate Select Committee on Intelligence Staff members; Room S-407, U. S. Capitol Building

1200 LUNCH Room S-120, U. S. Capitol Building
GUESTS: Bernard McMahon
Staff Director, Senate Select Committee on Intelligence
Eric D. Newsom
Minority Staff Director, Senate Select Committee on Intelligence
Charles Battaglia, Staff Member
David Holliday, Staff Member
Steve Ockenden, Staff Member
Gary Chase, Staff Member

1400 Meet with the Honorable David F. Durenberger, Chairman, Senate Select Committee on Intelligence; Room 219, Hart Senate Office Building

1600 Bus Departs Hart Senate Office Building for Headquarters

Wednesday, 30 October 1985

0800 Bus Departs Main Entrance, Headquarters

0900 Meet with the Honorable Lee H. Hamilton, Chairman, House Permanent Select Committee on Intelligence, and Thomas K. Latimer, Staff Director; Room H-405, U. S. Capitol Building

1030 Bus Departs U. S. Capitol Building for Headquarters

1515 Bus Departs Main Entrance, Headquarters

1600 Meet with the Honorable Henry J. Hyde, Member, House Foreign Affairs Committee. Room 2255, Rayburn House Office Building

1730 Bus Departs Rayburn House Office Building for Headquarters.

ADMINISTRATIVE - INTERNAL USE ONLY

Thursday, 31 October 1985

1330-1530

Review and Discussion of
Capitol Hill Meetings

Director
and Staff
Office of
Legislative
Liaison

ADMINISTRATIVE - INTERNAL USE ONLY

Page Denied



4 November 1985

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MEMORANDUM FOR:

FROM:

Executive Development Staff (EDS)

SUBJECT:

Seminar Evaluation

1. I would like your comments on the Executive Development Seminar "CIA and The Congress" that you attended on 28 - 31 October 1985. This was the second running of the Seminar and we plan to offer it again in Spring 1986. Scheduling is always a major problem when dealing with Congressional committees and their members. However, we do need your comments and recommendations for use in arranging future seminars.

2. Please use the space below and return to: OTE/EDS, Room 1001 Chamber of Commerce, ATTN:

STAT

CIA and The Congress
Participant Evaluation

Seminar was most useful. Interface with senator and congressmen and their staffs was most informative. Discussions with OLL reps also contributed significantly. I believe the right amount of time was devoted to seminar. I can't think of any suggestions for improvement. The scheduling was a little rough but I understand the difficulties there (was Hill's fault and not OTE's). Very informative and useful seminar.

STAT

11/8/85



4 November 1985

STAT

MEMORANDUM FOR: [REDACTED]

FROM: [REDACTED]

Executive Development Staff (EDS)

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2. Please use the space below and return to: OTE/EDS,
Room 1001 Chamber of Commerce, ATTN: [REDACTED]

CIA and The Congress
Participant Evaluation

The seminar was excellent. It conveyed an appreciation of such intangibles as:

- a) One cannot take congressmen's statements at face value; the very same congressman can convincingly argue in favor of two diametrically opposite viewpoints, depending on who the audience is.
- b) The Agency has to walk a tightrope between meeting its legal obligations to notify the cognizant congressional committees on one hand, and preventing leaks on the other.

Overall, the seminar was very useful in that it permitted the participants to form their own opinions of the subject matter through direct contact with key congressmen & staff; this was, of course, far more effective than if the course had been structured as a series of lectures.

I have no recommendations for improving the course. It is excellent "as is", given the scheduling difficulties involved.

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4 November 1985

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MEMORANDUM FOR:

DI/MPS

FROM:

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CIA and The Congress
Participant Evaluation

Roger - This course was very valuable to me and, indeed, its relevance to the interests of many Agency employees is ratified by the articles in virtually every edition of the Post, Times, etc. As we discussed, the only flaw in the curriculum is that imposed by the fragility of the commitments to the course made by the Members of Congress. Since we must accept that as a given I believe the Course Directors should go to Capitol Hill with a full menu of back-up activities for students to turn to if an appointment falls through. Given the high demands of our respective Offices, the one thing we don't need is a return to HQ; inevitably we get dragged away from the course - mentally as well as physically. What the students do need is to stay on the Hill all day of the two days allotted. Even if we attend a hearing on soybean production or air pollution, we can be learning about the Congress and the lessons will be applicable to our particular sector of government policy-making. All that's needed on your part is to go to the Hill with the

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CIA and The Congress
Participant Evaluation

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- WELL WORTH OUR TIME.
- NO BETTER WAY TO UNDERSTAND ISSUE THAN TO MEET WITH PEOPLE INVOLVED.
- SHOULD NOT GO BACK TO H&TS BETWEEN MEETINGS, SHOULD HAVE LIST OF COMMITTEE HEARINGS OPEN TO PUBLIC SO WE CAN AT LEAST SEE SOME COMMITTEE IN ACTION.

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4 November 1985

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MEMORANDUM FOR:

FROM:

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CIA and The Congress
Participant Evaluation

Dear Roger:

I very much appreciated the seminar, "CIA and The Congress". I wish that I had received this sort of indoctrination earlier in my supergrade career. All of us need a better understanding of the Congress and this particular seminar certainly did a lot to increase my personal understanding of the Committee process which has always been a mystery to those of us who have served in the Intelligence business. I do suggest a little tighter scheduling on the 3rd day. It would be smoother not to return to Headquarters and return to the Hill twice in the same day. I think that schedule could be tightened up and perhaps the interim waiting time could be spent elsewhere on the Hill enhancing the group's knowledge. Again, thank you for your assistance and I do feel that the speakers did an excellent job and were very candid with us. I was especially delighted to hear the candid, straightforward comments from both the Chairmen of the SSCI and HPSCI. Great seminar and I would love to do it again.

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11/8/85
DD/SECURITY/PAS



4 November 1985

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MEMORANDUM FOR:



BSWR

FROM:

Executive Development Staff (EDS)

SUBJECT:

Seminar Evaluation

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2. Please use the space below and return to: OTE/EDS, Room 1001 Chamber of Commerce, ATTN:



CIA and The Congress
Participant Evaluation

I found the seminar to be extremely interesting and will put the information to good use in future encounters with the Congress and its various staffs. The amount of time spent in each area, the speakers, the exchanges with members of Congress and their staffs, and insights provided by the personnel of OLL, all were well balanced and useful. I was particularly impressed with the quality of the OLL staff and their ability to set up and realize--with minimal adjustment--meetings with Senator Durenberger and his staff, Congressman Hamilton and his staff, and Congressman Hyde.

Scheduling, the only area in which I would recommend some improvement, is one for which you have almost no control. Thank you for a most helpful seminar.

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4 November 1985

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MEMORANDUM FOR: *PES*

FROM:

Executive Development Staff (EDS)

SUBJECT:

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CIA and The Congress
Participant Evaluation

Should continue the course. SIS, especially in production and staff support need to know how our relationships with the Hill is changing.

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CIA and The Congress
Participant Evaluation

I found the program to be very interesting and beneficial. The meetings with the Chairman of the SSCI, the HPSCI and the Staff Members of each Committee were very enlightening. The first presentation, by the Speaker from the Congressional Quarterly, was not very interesting--a bit too much like Govt. 101. Introducing the program with someone who could speak more to the history and recent changes in Congressional oversight of intelligence with the establishment of the SSCI and HPSCI would have been preferred.

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MEMORANDUM FOR: [REDACTED]

FROM: [REDACTED]

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2. Please use the space below and return to: OTE/EDS, Room 1001 Chamber of Commerce, ATTN: [REDACTED]

CIA and The Congress
Participant Evaluation

It was an outstanding seminar overall.

I took advantage of the split sessions the third day and remained downtown. During this time, I visited my Congressman and obtained passes for both the house and senate and observed them in session. There were also committee hearings on-going which could be visited. I believe this would be an added advantage to the course as many people have not taken this opportunity due to work schedules. If it was known ahead of time, which committees were holding hearings and their location, advantage could be taken of to fit in the potential schedule, gaps as they may occur.

It would be interesting to meet the committee staff personnel who have the CIA as their specific responsibility.

The panel discussions before and after the congressional visits were a definite advantage and should be continued

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It was an excellent seminar, [REDACTED] Thank you and please thank your people [REDACTED]



4 November 1985

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MEMORANDUM FOR:

ODE/CPG

FROM:

Executive Development Staff (EDS)

SUBJECT:

Seminar Evaluation

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CIA and The Congress
Participant Evaluation

I was very pleased with the course. It provided me with a new perspective on the Agency's dealings with the Congress. The candor of the participants was refreshing, and the profiles provided by the OLC staff very interesting in assessing the individual speakers from the Congress and their staffs.

The importance of courting and communicating with the congressional staffs was made very clear. I think the Agency would be well served in removing their opposition to some proposals, such as a "strategic plan". It is often easier to comply and control rather than fight and blow out of proportion some congressman's favorite projects.

Thank you for a great course.

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2. Please use the space below and return to: OTE/EDS, Room 1001 Chamber of Commerce, ATTN:

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CIA and The Congress
Participant Evaluation

I believe the seminar provided an excellent opportunity to gain some appreciation for the climate that Agency employees find themselves in while dealing with the Congress. The cast of characters we met with were right on target!



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CIA and The Congress
Participant Evaluation

A very useful course. Meeting directly with the Staffers is highly useful in terms of the nitty gritty details of Congressional liaison. Meetings with the principals ~~are~~ worth the effort to break through scheduling problems for that first person flavor of their view of the Agency. It is also very useful to go down there and get a feeling for the environment and setting of the Committees. The length of the course seemed to be just about right - you might cut it back to 2 or 3 days and squeeze your introductory sessions within the time frame for the Congressional presentations, knowing that there will always be adjustments which leave you with time to fill. (It's hard to get away from the office for 4 days running).

All in all very informative and enjoyable. Staff did a fine job and the LLO people were extremely helpful. ~~kkkk~~ Like it or not Congressional oversight is a fact of life and we might as well understand what it is and how it works - we can't avoid it. ~~x~~ As for leaks, you might put more emphasis on the "real world" aspects of oversight and life in Washington: Leaks will ~~never~~ never go away and virtually are uncontrollable. No sense talking too much about "what to do about them" because the answer is nothing can be done about them.



4 November 1985

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MEMORANDUM FOR: [redacted]

FROM: [redacted]

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STAT

CIA and The Congress
Participant Evaluation

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I thought that this was an excellent course. Chuck Briggs and his people -- [redacted] in particular, are to be congratulated for their honest and candid presentations. I benefited both from the opportunity of meeting colleagues from other directorates/offices and from the chance to break away from office routine, see how others live and work, and receive a variety of opinions and views on the ins and outs of the relationship between the Agency and the Congress. In short, the experience was both stimulating and educational. As my Office frequently briefs and escorts committee members and staff, and I am often called upon to represent the Office in these activities, I anticipate concrete benefits will result from this exposure to a complex subject.

In future runnings recommend that a final session be devoted to former Congressman Robinson holding forth solo and responding to the course participants' questions.



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CIA and The Congress
Participant Evaluation

AN EXCELLENT COURSE - VERY INFORMATIVE. THE OPPORTUNITY TO TALK DIRECTLY WITH OVERSIGHT COMMITTEE MEMBERS AND SOME OF THEIR STAFFERS WAS PARTICULARLY USEFUL TO ME IN MY CURRENT ASSIGNMENT. IT IS GRATIFYING THAT ALL THOSE PEOPLE GAVE US AS MUCH TIME AS THEY DID. I ALSO APPRECIATE THE FACT THAT CHUCK BRIGGS AND HIS STAFF GAVE US AS MUCH TIME AS THEY DID. THE ONLY PROBLEMS WERE THOSE OF SCHEDULING AND ALL OF US REALIZED THAT WAS COMPLETELY OUT OF ANYONE'S HANDS.

STAT

ALTHOUGH SHORT, IT WAS ONE OF THE BEST AGENCY COURSES I HAVE TAKEN. IT IS PARTICULARLY RELEVANT THESE DAYS.



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CIA and The Congress
Participant Evaluation

This was well worth my time! One possibility for expanding the relevance of the experience to the "students" ^{would be} ~~to~~ ^{on Capitol Hill} to pre-select two or three current "Hot topics" relating to one or more aspects of Intelligence; and to set up discussions ~~between~~ ^{between} the class and 2 or 3 key Congressional advocates as well as 2 or 3 key Congressional opponents on each of the pre-selected topics.

I enjoyed this experience a great deal and would have been delighted to spend at least one more day at it.



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CIA and The Congress
Participant Evaluation

I found the course of SIGNIFICANT value to my current function. Although I deal with congressional matters as my primary duty, seldom to I have the opportunity to hear the subject of CIA relations with Congress dealt with in this summary form. Especially valuable was the chance to meet with congressional staffers and with the two Committee Chairmen. Indeed, their comments offered current insights not previously expressed in any other forum of which I am aware (specifically, re the National Intelligence Strategy). The seniority of course participants probably also helped to produce the quality of questions which characterized the course.

STAT

Well done ! Valueable !

CONFIDENTIAL

25X1 MEMORANDUM FOR: [REDACTED]
Executive Development Staff (EDS)
25X1 FROM: [REDACTED]
SUBJECT: Seminar Evaluation

"CIA and the Congress" was an excellent course for a person like myself who prepares work for Congress, and who works with congressional staffers; but who does not have contact with congressmen directly. The course gave me an opportunity to directly question congressmen on their positions and views; and to hear their political needs. This is very valuable. The "educational" sections of the course were also very useful for sharpening my rather blurred ideas on how Congress actually works, as opposed to how it statutorially is supposed to work. I would suggest more material in this latter area, both in the form of handouts, -- the compilation of Intelligence Laws given to us has already proven valuable in explaining legal and political realities to colleagues--and in the form of additional lectures. Perhaps a few extended case studies concerning the interaction of Congress and the CIA would be useful in doing this. Thank you for your obvious efforts to make this course successful, and please excuse my tardiness in answering your memo. I had pressing public business.

25X1

[REDACTED]

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CIA and The Congress
Participant Evaluation

Excellent course. One of the better ones I have been to in the Agency. We had outstanding exposure to the key Congressional figures, both members and staff, and the course was structured in an excellent fashion. I particularly appreciated the design of having us return for a final review with OLL, which helped put our experiences of the previous two days into the proper perspective. The OLL members, from Mr. Briggs

went out of their way to make sure we had the appropriate exposure to problems and issues between Congress and the Agency. I probably got more out of this course than any other comparable training experience in the Agency. The introductory session (Buhler), though basic, was helpful in putting Congress in perspective as we studied the Agency's interface with HPSCI, SSC, etc. over the next several days. I would recommend strongly that the basic outline of the course remain the

same.

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